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What University Librarians are Thinking, Saying, and Doing About Automation; Annotated Bibliography Drawn Chiefly From Annual Reports of University Librarians.

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Prepared for librarians of the Oregon State System of Higher Education, this bibliography consists of entries taken mainly from annual reports of university librarians in the United States and Canada and also from other library publications and reports of library conferences and seminars. Each entry includes excerpts or brief summaries describing current and planned projects for automating library processes. Most of the projects mentioned involve library acquisitions, cataloging, serials, circulation, or facsimile transmission. (CC)

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WHAT UNIVERSITY LIBRARIANS ARE THINKING, SAYING, AND DOING ABOUT AUTOMATION

Annotated Bibliography Drawn Chiefly from Annual Reports of University Librarians

May 27, 1968. N. B. - This is a rough working bibliography prepared for the information and use of the Librarians of the Oregon State System of Higher Education. It was compiled with no thought of further distribution. A listing in the A. L. A.'s "Interface" May 1968 has, however, brought many requests for it. A number of copies have consequently been run-off for interested persons.

Wm. H. Carlson, Library
Planning and Research
Associate, O. S. S. H. E.

December, 1967

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UNIVERSITY OF MINNESOTA

University of Arizona Library. Annual report summary, 1966-67.

p. 5.
Among important events of the year:
Library became a member of the Committee on Library Automation, an unofficial but important "by invitation only" group of major American libraries engaged in significant automation work and experiments.
Mr. John Sanderlin of Florida Atlantic University presented the Library lecture in May on the topic "Man or Machine: the Dynamics of Data Processing in the University Library."

University of British Columbia, The Report of the University Librarian, 1965-66.

p. 9. System has been devised for making large uncataloged backlog available through computer produced accession lists on author entry basis. Falls far short of normal cataloging. Only after full cataloging has been completed is book sent to the stacks.
p. 14. Computer based system of lending books went into operation October, 1965. Has reduced procedure of borrowing a book to a minimum. Student presents book he wishes to borrow and his library card to desk attendant. Accuracy has been maximized and clerical routines minimized.

Recent Developments in Automation at British Columbia University Libraries, No. 1, November 1966.

Acquisitions: U.B.C. has designed a system in which paper tape will be a by-product of order typing, invoice processing, book receipts. Tape will be used to create record on magnetic tape to produce a variety of in-process listings. Edge-punched cards will format the typing operation-introduce controls. Friden Flexowriters scheduled for delivery April, 1967.

University of Victoria - considering automating desiderata files, out of print lists, gift receipts.

Simon Fraser University. In April, 1966 data process in Acquisitions began. Uses IBM 1050's upper and lower case. Produces purchase orders, accounting records, alphabetical on-order lists and preliminary part of machine readable catalog record. Operates on a daily batch basis.

Serials: U.B.C. Bibliographic data for over 18,000 serials has been keypunched. Union list print-out will be made within a month. System for updating serials records will be designed during 1967.

Simon Fraser: Monthly print-out of serial holdings has been produced since 1965. Three times yearly print-outs distributed to faculty.

Cataloging: U.B.C. Flexowriter producing catalog card sets in use for over a year. Improved methods of off-set reproduction expected to prove more economical. Shelf list of Mathematics Library, 5,000 volumes, has been key-punched. Classified list and author list have been produced. Permuted title index will be produced.

Simon Fraser: Completing of cataloging by key-punch from acquisition records has been suspended because of a shortage of man-hours. Circulation: U.B.C. 1030 data collection system has been used satisfactorily for over a year. Processing transferred from unit record equipment to tape, daily processing reduced to one hour.
Library and Library School have received grant of $75,000 from Canadian Donner Foundation for exhaustive study of use and development of collections. Basic to this study will be conversion of shelf-lists of machine readable form. Three universities may collaborate in producing a union catalog.

University of Victoria. Installing 1030 system under consideration.

Simon Fraser. 1030 data collection system has been operating successfully since September 1965.

Other applications: Keypunched book cards being used to produce list of new acquisitions. Computer-produced masters are duplicated and distributed to departments 10 times per year. Catalog backlog is controlled through punched cards.

Recent Developments in Automation in British Columbia University Libraries, No. 2, July 1967.

Acquisitions: U.B.C. Conversion of fund records, master vendor records and outstanding orders to begin summer 1967. Plan to convert basic information on shelf list to machine readable form is influencing acquisition project.

Simon Fraser: Department books-in-process lists being produced regularly. All new orders checked by machine to prevent duplication. Bugetary control increased by providing daily commitment figures broken down by department.

Cataloging: U.B.C. Main entry in Mathematics Library catalog expanded to include all secondary entries. Book catalog and supplements now in a single author, subject, series alphabet. Some users express preference for conventional card catalog. Production of 3 x 5 cards by computer under consideration.

Circulation: 1030 system now consists of 14 terminals serving 5 library collections. A second punch will be installed in September, 1967. Technically possible to make system on-line but costs are currently prohibitive. Hoped that by 1968 computer system with direct access files will be available to library.
University of Victoria 1030 System on order for delivery December 1967. Punching of shelf list 30% complete. 60,000 book cards have been produced. Circulation system expected to be fully operative January 1968.

Simon Fraser. 360 Model 40 Computer installed May 1967, makes on-line circulation system possible.

Serials: U.B.C. Control data nearing completion, check-in system expected to be begun summer 1968, based on pre-punched cards.
Simon Fraser. Serials holdings now on magnetic tape, key-punched cards are kept only for back-up data.

Other applications: Sedgewick Library undergraduate reserve file has been recorded in machine readable form. Concept of course file is changing to provide students with a wider range of materials.
U of Victoria: List of newly cataloged material is being produced with call number, author's last name, title, year of publication. Is delivered on multilith masters. Reserve book lisiting alphabetically by course is being provided.

Article on circulation system at U.B.C is being prepared by Robert Harris. Documentation for systems is being deposited with LOCATE, Library of Congress, Washington, D.C. 20540.

Report of the Third Seminar on Automation in the British Columbia University libraries, Nov. 8 & 9, 1966.

Only high lights excerpted here:
Advantages of U.B.C. automated circulation system; Time saving for user and library: New ability to measure use and demand: Promotes decentralization of collections by measuring traffic flow and use of materials: Character and emphasis in a particular collection can be quickly analysed and development changed accordingly.

Disadvantages: Daily print-outs too quickly out-of-date: Telephone renewals had to be discontinued: Lack of flexibility, due in part to shortage of programming staff: Public services ability to influence system decreases as automation increases.
On-line service for circulation control would offer many advantages but at U.B.C. with the library as the only potential user of real-time service cost would be about $40,000 per year, hard to justify.
Experience and knowledge of present staff not equal to developing and implementing such a system. Hardware and software required not yet available. Stringent demands for consistency in conversing with computers "a very real potential problem"

Data applications of the libraries since news letter of November 1, 1966.

Laval: Computer-produced catalog cards are expected during 1967. Union catalog for the 3 libraries continues to be considered. Basic questions, who would use? Would it be better for each library to produce its own catalog or exchange with other libraries.

Total shelf-list conversion costs would be prohibitive--requires agreement on selective data for inclusion.
Laval hopes to produce "catalog cards by computer during 1967 and to save $50,000 per year in the process."
U.B.C. thinking is that probably will be no attempt to add all bibliographical data in machine readable form at any time. Full information will be "preserved" in conventional card form, two media need not duplicate each other. Magnitude of conversion task, language and script are other barriers--also high costs. Not all data can be entered at point of acquisition because of time and effort and not all data then available. Generally agreed that experience of others with book form catalogs has not been happy.

Equipment: During summer (at U.B.C.) 1966 Library applications transferred from an IBM 1401 card system of Honeywell 200 five-tape 20 K system.
University of Victoria - Library applications will be carried on IBM 360, model 44, with 4 tapes and 3 disk packs.

Simon Fraser: Use IBM 1401 with 3 tapes, one disk, 18 K Storage.
Systems Staff: U.B.C. One analyst, one programmer analyst, five key-punch operators, two flexowriter operators, all on library staff.

University of Victoria. A systems analyst has recently joined library staff.

Simon Fraser: Library currently relies on University staff for programmers. but employees 8 keypunch operators.
Compatibility between the 3 Universities will be sought in computer applications.

Colorado State University Library. Achievement Report of the Director of Libraries, 1964-65.

p. 4.
Urgent to establish a comprehensive automated library system.
Analyzing procedures, evaluating them, agreeing on a new system will require several months of work. Painstaking study required. Library will momentarily enter the programming phase of this vital project.

University of Colorado Libraries. Annual report 1965-66.

p. 5-6.
Conduits were placed in the walls (outside) of the Norlin Library addition in 1963 anticipating receipt of data and information by electronic means--looking to development of national networks with regional terminals...
Library is probably inevitable to human communication as long as the word or the alphabet is the medium of that communication.

> "It is not inconceivable that man will create a new vocabulary of communication that is compatible with computers... Much nonsense recently about explosion of information breaking down the efficiency of libraries. Book, journals, and microforms are not obsolete but our methods of compiling indexes to them are. Indexing establishment has remained as primitive and handcrafted...as it was in the 11th Century."

The possibilities of bringing computers into indexing is exciting, fascinating, and wonderfully welcome to librarians who have not been able to do much about eliminating the deficiencies of the indexing apparatus. Cost will be prohibitive in putting record on computers unless two things happen:
1. Development of an optical scanner for existing records.
2. A complete centralization organization of the work to distribute costs on a national and international basis. Local projects and experiments are fine on a small basis but too expensive as permanent bases for doing this work. A computerized system bibliographic controls will be a great stimulation to university library usage. Scholars will probably approach consoles through reference librarians with a specialized knowledge of the necessary vocabulary.

Cornell University Libraries. Report of the Director of Libraries...1966-67.

p. 14-15.
TWX equipment installed as a part of participation in a 3R's program of coordinating library research and resources in New York under direction of the State Library. This equipment has proved so useful that it is recommended for permanent retention in the library.
p. 17-18.
After preliminary systems work in 1965-66 programming to place acquisitions work on computers was continued with target date of July 1, 1967. Delays due to lack of programming staff and needed equipment did not permit achieving this date. Decision to install a 360/65 computer rather than 360/70 required further programming adjustments. The planned parallel operation of manual and computer acquisition was expected to be operative in September 1967. Full machine operation by December 1967 was expected.
In preparation for computer operation dealer-vendor file was key-punched and a print-out made. More useful in this form than existing card file. Forms also designed for use in basic acquisitions which were believed to meet full requirements of both manual and computer operations.
Five Associated Universities in New York will undertake to bring a generalized compatible computer operation into being.

Duke University Libraries, Report to the President, 1965-66.

p. 20. September 2, 1965 Librarians of the 3 medical schools in North Carolina met at Duke to establish a coordinating committee, expanded at end of year to include both Virginia Schools. Work so far done is:

1. Serial holdings of the 3 libraries have for first time been included in the list of North Carolina Union List of Serials, 3rd ed. in preparation.
2. Development of the collections of the 3 libraries has been coordinated.
3. A teletype network developed to include 7 libraries in North Carolina, Virginia, Kentucky.
4. TWX has become normal method of processing free copy inter library loans.

Further plans: To establish a computer stored record of the serial holdings of the libraries to be kept up-dated within one week of currency: Input and access into this store to be by teletype: Holdings of the group to be extended so most of literature in Index Medicus will be found within the group: Improve communications link with libraries outside the group.

This regional net prompted NLM to install TWX equipment May 1966 and to begin accepting inter-library loans by this means..Project has resulted in eliminating some duplicate subscriptions, accelerated acquisitions not in system.

University of Georgia Libraries - Annual Report, 1966-67.

Appointment of Dr. Dale Barker as Library Systems Analyst is noted. This was "the beginning of what will eventually prove to be a revolution in library operations and service." First steps have been a major systems-upgrading effort for the automation of many of the libraries's procedures. Long range program, comprehensive and library-wide, encompasses the areas of acquisitions, serials, cataloging, circulation and other related procedures. Year's work was chiefly in the analyses of existing operations and establishing requirements for programming the System. Programming was expected to begin early in 1967-68.

University of Illinois Library. Annual report 1966-67.

p.11.
"The newly established Automation Division was occupied during the year with preparation of a revised edition of the Current Periodical Holding List, adding all current serials, and with preliminary studies toward design of an on-line circulation system for the new Undergraduate Library."

Library at Iowa State 22: no. 1, September 26, 1967.

p. 3. Computer produced list of all currently received serial publications at I.S.U., 11,000 has been completed. List is alphabetical, also gives call number, holdings and location. Will be updated from time to time. Card

catalog must still be relied on for discontinued publications. List will replace four former visible Kardex files.

Louisiana State University Library, Report of the Director, 1965-67.

p. 2. Plans being made to request a new library position of System Analyst, 1967-68 looking toward "further" mechanization or automation of many library procedures.

Massachusettes Institute of Technology, Report of the Libraries 1965.

p. 15. Automation is looked to as one means of getting good clerical help. Application of automation to the various library steps under a grant from NSF. Flow charting of serials system thought of as a first step. Circulation too but this requires a University wide ID card.
p. 17. Beginning of Project Intrex is noted and spoken of as having a "bright...promise of accomplishment."

University of Minnesota Libraries, Annual Report, 1965-66.

p. 9. University library has been closely following progress of applying machines to manual library methods. Has participated in conferences, department heads have taken a short course on computers.
Library has engaged an "Automation Coordinator" who is selectively analyzing various library operations to assist administration in determining where and whether automation techniques can be adopted. Because of extremely high cost of converting 2 million volumes to an automated system, and to be sure compatibility with possible national systems library will limit computer applications to those fields which will not jeapordize participation in a national system. Will continue to carefully watch research being carried on nationally, pending break-throughs which may permit local applications.

(This statement of waiting and watching, in a progressive frame of mind, probably reflects the activities and attitudes of the majority of the university and research libraries of the United States.)

University of New Mexico Libraries Annual report 1966-67.

Among the recommendations for future development, p. 17, is automation of circulation and serials procedure. There is no discussion of this except statement, p. 7 that,

"we will have to add more staff for serial ordering--or computerize these processes."

(This assumes that computerization <u>does</u> mean less staff, something not yet fully proven.)

University of Nevada Library, Annual report of the year ending 30 June, 1966.

p. 10. In all probability, first computer application will be substituting on-line system for present marginal punched cards circulations system. Such systems have been successfully designed for other libraries. Are capable of increased accuracy, much simpler borrowing procedures. Cost of programming and key punching of book and I.D. cards will be considerable. It is hoped Computer Center capacity will be adequate for such a system in another year. Magnavox facsimile receiver tested with U of California at Davis and Nevada Southern somewhat discouraging because of marginal quality of reproduction. Is possible nevertheless that remote access to library collections by facsimile will be perfected in next few years.

Probable that whole book will not immediately give way to bulk storage and programmed selection of isolated bits of information. Quotes Gordon N. Ray, President of the Simon Guggenheim Memorial Foundation in address to the American Library Association, summer 1965.

> "...a compelling case can still be made for the book as the best source of information. Once one goes beyond the broad, elementary view of a subject, the opportunities with books afford for review and comparison, for immediate reference and prolonged attention to any step in the argument, and for all the other detailed operations that are a necessary part of close study surely outweigh the advantages that electronic devices can offer. But the real case for books is that they give the reader something more precious than information, that they encompass 'the literature of power,' to use DeQuincey's distinction, as well as the 'literature of Knowledge.'"

University of Oklahoma Libraries, Annual Report, 1966-67.

p. 3. Lists these obstacles to automated bibliography:

1. Delays in developing standarized machine-readable bibliographical entry.
2. Lack of any national agency pressing for automation.
3. Failure of Federal Government to fully acknowledge its responsibility in the field.
4. Discovery that each broad subject field must have its own bibliography.
5. Opposition to Federal government in the field by private segment of indexing and bibliographical services.
6. A power struggle between communication titans by whom bibliography must be distributed.
7. The copyright problem.
8. Failure to achieve satisfactory ultra-high reduction microtext storage synchronized with computerized bibliography and teletransmission.
9. Enormous initial cost.

p. 18. Automation Department established 1965-66. Now has staff of 4, Head has title of Library Systems Analyst. Work includes.

1. Preparation of annual bid list for perodicals.
2. Completion and automation of Acquisition Accounting.
3. Near completion of a List of periodicals received currently by OSU, U of O, Medical School and Law Library.
4. Substantial progress in automation of acquisitions ordering.

Grant from Alumni Development Fund helped preparatory work on Union List of Serials. Library hopes to be prepared to tie in with a national system if one is developed.

University of Oklahoma Libraries, Minutes of the Library Administrative Council, September 22, 1967.

p. 5. Completion of Periodicals currently received at OSU, U of O, Medical Center and Law Library noted. By-products of automation will be ,

1. Weekly and monthly print-outs of books on order.
2. Lists of periodicals by subject departments.
3. Serial lists with call numbers. Tie-ups with cataloging will come later.

Lists of periodicals received in different subjects will soon be used for departmental review of periodicals received. Pages from Ulrich's Periodical Directory will accompany lists for departmental use in making comparisons.

University of Oklahoma, Library Staff Bulletin, December 1967.

Automation applications, actual and prospective.
Acquisitions, ordering and accounting in operation and working well. Serials list receiving major attention. Expected to be ready January 1968.
Index slips for Daily Oklahoman prepared by Library not available for several months. Proposed plan would punch cards daily from slips, cumulative successively throughout the year. Total yearly accumlation could be available within week after December 31. Interlibrary loan requests could be punched each transaction, request cards printed from these cards. Will permit analysis of collections, weaknesses, who is borrowing, length of time for delivery, etc.
In planning stage method to print labels for publications sent out by the Library.
Inventory controls can also be established, for continual inventory, when reordering is required, size of order etc.

University of Southern California, University Libraries, Annual Report, 1965-66.

p. 2. Little liklihood of "instant automation" which will eliminate large library expenditures and extensive holdings of books and journals. When it does come it may well require larger budgets. There is a naive but firm faith on the part of some academicians that solutions of all library problems

will be found in automation, readily available for the asking. Quotes Dr. John Pierce, Executive Director of Communications Division of the Bell Telephone Co. who says this results from "the sadly fanciful picture that has been painted by some irresponsible people." For University library automation can come only from large scale cooperation at the national level. Most universities find it impractical to undertake extensive automation independently. Most projects under way are experimental and limited in scope.

The University Library, University of Rhode Island (Annual Report) 1966-67.

p. 6-7.
Planning of a Regional Cataloging and Processing Center, comprising the libraries of 6 New England Universities continued throughout the year. This will be a computer based center under the auspices of the New England Board of Higher Education. During 1965-66 Council on Library Resources awarded additional grants of $62,300 and $100,000 to advance design and programming phases of the project which is being developed by Inforonics Inc. of Cambridge, Mass.

Center is scheduled to become operational in stages. First is creation of a catalog data file, programmed and ready for testing in September of 1967. Each library will be linked with to the center by teletype...Can submit a limited number of requests for catalog data 3 times per week. Data will consist originally of L.C. catalog data (MARC) on tape. A complete set of catalog cards plus a book spine label will be mailed to the requesting library. During first stage request will have to be by L.C. number. Second stage, catalog data file searching was in process of programming in 1967-68. Intended to be ready for testing January 1968. Will permit request for data by author and title.
Third and final phase will be devoted to acquisitions processes. Will include:

1. Search of library's records for duplication or on order.
2. Automatic typing of purchase orders.
3. Control of purchase order file and automatic typing of claims.
4. Automatic typing of want lists. In this stage contact with center will shift from teletype to on-line.

Center is planned to be in full operation by summer of 1968. Service will include:

1. Catalog data file creation and maintenance.
2. Catalog data search and retrieval.
3. Production of sets of catalog cards.
4. Production of book labels.
5. Acquisitions control.

Additional services:

1. Production of accessions lists.
2. Production of book catalogs.
3. Production of serials holdings lists.
4. Circulation control.
5. Serials records control.
6. Maintenance of subject and other authority files.

During the evolution of the plan contact between the Inforonics Staff and the cooperating libraries has been close and continuous.

Stanford University Libraries, Report of the Director, year ending August 31, 1966.

p. 10. Quotes Chairman of the Libraries Automation Committee. One fact stands out. Automation is likely to be more costly than manual operation, will require careful and detailed study. Pioneers who adopted systems not fully adequate to tasks are paying heavy penalites. Glowing published reports sometimes reflect theoretical possibilities rather than practical considerations. Stanford, in designing a system, will place performance and service ahead of glamor. Has to contend with a manual system which is a jungle of cumbersome procedures, accretions of many years. Work at cleaning up the present system must proceed concurrently with designing a new system.
Among projects being watched, COSATI National Document Handling System, Library of Medicine Medlars System for medical literature analysis and retrieval, INTREX at MIT and projects at Florida-Atlantic, Missouri, Toronto, Chicago and U of California at San Diego.

On-line system for ordering and cataloging books and maintaining fiscal controls is believed feasible. Hoped it will enable user to see if a book is in the system and specifically where it is. Hoped that it will be economically feasible for a researcher to query the system from a console in his office. Less certain that holdings can be made available economically in other than traditional form. It should be possible to determine readily, on a national basis, where an item is and if it is available for use..Illusory that such a system can be available shortly.
Libraries are determined, Stanford's, to take a total systems approach rather than yielding to the easy temptation of a modular system which would provide dearly bought short term benefits not compatible with national standards. Advantages to be so gained will far outweigh inconvenience of temporary delay.

Stanford University Libraries. Report of the Director for the year ending August 31, 1967.

p. 1. The Meyer Library (new Undergraduate) claims one of finest book catalogs in the world. Key-punched data and computer print-out. Divided--author-title and a subject section. 50 copies printed in initial edition. Distributed to strategic spots in Library and on campus. 7 volumes. Quarterly cumulative computer print-outs available for up-dating.

p. 5. On June 26, 1967 USOE made grant of $417,000 for first 18 months of Project BALLOTS (Bibliographic Automation of Large Library Operations Using Time Sharing). To apply computer operations to basic bibliographic management of a large research library. Provide remote access to computer stored record of library holdings. Enable user to manipulate record with greater dexterity, provide more entries for publications and other refinements such as computerized book charging. Project is expected to take 3 years and to point the way to more sophisticated operations. Begins with book acquisition, then cataloging, next serials and then circulation.

Washington Library Letter, University of Washington Libraries, Seattle, October 16, 1967.

p. 2. Notes the founding of a new quarterly, Journal of Information Science and Library Automation as announced at the ALA Conference in San Francisco in June. It has grant of $21,009 from Council of Library Resources. Frederick Kilgour, Director Ohio College Library Center, will be the Editor.

University of British Columbia. Report of the Librarian, 1966-67.

p. 1. "Automation of library routines continued at a quickened pace."
p. 9. Automated circulation system has collected and stored on magnetic tape records of all loans--most heavily used books can be identified with "relative" ease.
p. 32. Next major step in transferring materials more quickly will be invention of reliable and economical means of electronically transmitting printed materials. Equipment now available does not permit this.
p. 33. Three universities, Victoria, Simon Fraser, UBC are showing leadership in automation of libraries.
p.37. Automated book lending entering its third year. Greatest advantage lies in storage of precise data for future manipulation and analysis. Physical handling of books has been greatly speeded up and manual files all but eliminated. Through Donner Grant exhaustive studies will be made of real use of the collections-will be useful to academic libraries everywhere.
Automated list of serials received now in a new edition. Future lists may include Victoria and Simon Fraser.
Computerized list, monthly, of cataloged and uncataloged books is produced.
p. 39. More sophisticated computer facilities will be required as library evolves new systems. Improved efficiency in use of staff will offset development and operating costs. Sophisticated systems can be established only if library has use of most modern computer facilities plus sufficient staff time for experimentation and progress. Close collaboration of the three universities has been fruitful.

Louisiana State University Library. Report of the Director, 1966-67.

Director of Library School, Director of Data Processing Service and Director

of Library met in January 1967 to outline an automation project for Library to utilize equipment and services of Data Processing Service. Request for Systems analyst position initiated. Prime responsibility would be to library but help Library School too in training librarians in "a new area of library technology." Proposal developed to begin project with an automated circulation system-next serials, then some aspects of acquisition--all in relation to what is being and will be done at Library of Congress.

Systems analyst joined staff in April, 1967. Time to end of year spent in orienting with Library, Library School, Data Processing Center, re plans for automating circulation.

Library has developed plan for experimental long distance Xerography (LDX)--a graphic communication system applied to LSU, Tulane University, LSU Medical Center, Toyola University--cost $142,000 for 12 months. Request to a foundation for $71,000 to be matched not successful. Project was designed to be extended to Mississippi libraries. More limited project reopened spring 1967 to link libraries utilizing state of Louisiana's intra-state telpak system. Entirely an LSU System. Initial installation, $3,300, fixed monthly charge of $5,270, variable montly cost of $15 to $1,810. By year's end, 1967, no assurance of funding for this lesser project.